

## Creativity and innovation in achieving success in traditional cake businesses

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### Abstract

Many factors influence the success of a business, either internal or external factors. This study aims to examine the interrelationship of internal factors in the form of creativity and innovation to the success of the businesses of traditional cake. Using quantitative methods, data was collected through questionnaires to 37 traditional cake entrepreneurs in Kuala Tungkal City, Tanjung Jabung Barat Regency, Jambi Province. Analysis was done by using path analysis. The results show that creativity and innovation both simultaneously and partially have a positive effect on the success of traditional cake businesses. Innovation has more dominant influence than creativity in the success of businesses. From the descriptive analysis it was found that the success of the business in the form of increasing income was not followed by the addition of new customers. Therefore it is recommended for the entrepreneurs to innovate in product, process, place and design to be able to attract new customers.

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**Keywords:** *creativity, innovation, business success, home industry, traditional cake*

**JEL Classification:** L25, L26

### INTRODUCTION

The increasing population that is not followed by the increase of formal employment opportunities has resulted in people attempting to create their own jobs with their creativity. They later became entrepreneurs in the Micro, Small and Medium Enterprises sector (MSMEs). This is reinforced by data from the Central Bureau of Statistics (BPS) and the Ministry of Cooperatives and Small and Medium Enterprises (UKM) which showed the number of SME actors that continue to grow, especially in the culinary sector. The MSMEs have recruited around 97% of the national workforce, while the macro businesses only owned about 3% of the national workforce (Haryanti & Isniati, 2018)

As entrepreneurs, naturally they always try to achieve their business goals, including earning profits and achieving the desired targets. The success of the business depends on many factors, including the ability of entrepreneurs to run a business, marketing strategies, the nature and type of business, financial support, know-how management, the use of modern technology, market access and networks, government policies and support, a favorable external environment, owner's qualities, etc. (Islam & Al-Mukit, 2016). Whereas Chittithaworn, Islam, Keawchana and Yusuf (2011) summarized the success factors of SMEs in Thailand consisting of external and internal factors. Innovative product, quality, cost, reliability and services are internal strategic key, while external factors consist of social networks, government support and legality.

Another opinion, Tambunan (2012) described the factors that determine the success of one's business consisting of (1) the ability to act creatively and innovatively in carrying out work through ways of thinking and acting, (2) the ability to optimally empower business potential into various productive activities which benefits the business, and (3) the ability to foster an entrepreneurial spirit (creative, innovative and productive). From these three opinions, we can conclude that generally these factors consist of internal and external factors. Internal factors are inherent and can be controlled by entrepreneurs themselves, for example the character, attitude and ability of the entrepreneur in running his business. While external factors are supporting factors and cannot be controlled by entrepreneurs. For example, support the environment around entrepreneurs both from family and business environment in the form of competition and government policy.

The focus of this research is only on internal factors, because internal factors can be controlled by entrepreneurs and are the main capital in achieving business success. This is in line with the argument by Baldacchino (2009) that the essence of entrepreneurs is the ability to create something new and different through creative thinking and innovative action to create opportunities. The ability to develop new ideas and new ways of solving problems and finding opportunities is creativity, while the ability to apply creativity in order to solve problems and find opportunities is innovation. Creativity is what will spur entrepreneurs to innovate (Suryana, 2003; Hadiyati, 2011).

Creativity does not mean just creating something truly new. Modifying something that already exists into a new concept is also creativity (Semiawan, 2009). The ability to make new combinations based on data, information, or elements that already exist or are known before, that is, from all the experiences and knowledge that has been gained by someone during his life both in the school, family, and community environment is also creativity (Munandar, 2009). Meanwhile actual innovation is not only limited to products. Innovation is also often used to refer to changes that are perceived as something new by people (Suryani, 2008). Technology and market that changes very fast, product life cycle that are getting shorter, and increasing demands from smart consumers have spurred entrepreneurs to innovate (Keeh & Nguyen, 2007).

Researches on creativity and innovation have indeed been done a lot (Hadiyati, 2011). But understanding and measurement of creativity itself is still debatable (Batey, 2012). The measurement of creativity that is commonly done by previous researchers is based on product orientation, namely the creation of new and useful products (Mumford, 2003). Campbell (2001) described three dimensions of creativity, namely (1) original, (2) usefulness, which makes things better, more practical, simplifies, facilitates, encourages, develops, solves problems, reduces difficulties and bring good results and (3) understandable, i.e. the same results can be understood and can be made elsewhere. On the other hand, innovation is often associated with goods, services or ideas that are felt by someone. Innovation can be in the form of new ideas for other people, for the company or for consumers even though the idea has long existed. Innovation can be done in products (goods, services, ideas, packaging and place) and innovations in management (work, production, financial management, marketing, human resources and others (Larsen & Lewis, 2007). Therefore, it is still necessary to develop research on the influence of creativity and innovation on business success, especially research on the relationship between creativity and innovation in achieving the success of traditional cake business as far as the knowledge of researchers has not been done, especially with descriptive and inferential approaches. The existence of traditional cake entrepreneur needs to be protected, considering that westernization-style cakes increasingly lure the tastes of the younger generation, so this study is expected to provide input in an effort to preserve and increase the success of traditional cake business.

## RESEARCH METHODS

This study aims to describe the variables of creativity, innovation and business success and to examine the relationship between variables of creativity and innovation as independent variables and business success variables as the dependent variable. Based on these two objectives, this study uses surveys. The hypotheses proposed are (1) creativity and innovation have a significant positive effect on the success of traditional cake business; (2) creativity partially has a significant positive effect on the success of traditional cake business; and (3) innovation partially has a significant positive effect on the success of traditional cake business.

The research location is in the West Tanjung Jabung Regency, which is located on the East Coast of Jambi Province with an area of 5.009,82 Km<sup>2</sup> or  $\pm 9.38\%$  of the total area of Jambi Province which reaches 53,435.72 Km<sup>2</sup>. Of the 13 sub-districts with 70 villages in West Tanjung Jabung Regency, Tungkal Ilir sub-district (with its capital city, Tungkal IV Kota) is the sub-district that has the most population and densest, 67,817 out of total 278,741 people with the spread rate of 24.33% and population density reaching 676 people per Km<sup>2</sup>. The majority of the population chooses entrepreneurship with various types of businesses in the informal sector. One of the most sought-after informal sector businesses in the Tungkal Ilir sub-district is home industry business, especially in traditional cakes such as *gembung* bread, *srikaya* cakes, *gandus* cakes, *Bolu Kojo*, etc.

The definition of success in this study is the perception of the entrepreneurs about their ability to achieve his business goals according to what they want. The indicators used are profit, number of customers, competitiveness, good image and revenues which are described in five statements. Creativity in this study is imaginative activities carried out by entrepreneur to be able to produce new creations or combinations of pre-existing, useful and understandable. The dimensions used are novelty, useful and understandable which are described in six statements. The "novelty" is measured by the different method of baking cakes and packaging design that is different from competitors. The "usefulness" is measured by the product package that is easy to carry and by the taste of the product that encourages people to repurchase. While the "understandable" is measured by the production process that is easy to understand and can be applied at other times, also the product packaging is easily recognized. Innovation in this study is an attempt to make changes to be better than before, and it's described in eight items. The dimensions of "innovation" are measured by product innovation, process innovation, place innovation, and design innovation.

The population for this study were 57 traditional cake entrepreneurs in Kuala Tungkal. To determine the sample size, formula of Slovin was applied (Umar, 2008), that is by using a proportional method in accordance with the field of business for each village. By using a precision level of 5%, the number of samples obtained was 37. Meanwhile, the sampling method used in this study is a proportional stratified sampling. Samples were based on the domicile of the business unit as follows:

**Table 1.** Number of business units as samples based on the area and the type of business unit

No	Kelurahan/Villages	Population	Sample
1	Tungkal IV Kota	12	8
2	Tungkal III	12	8
3	Tungkal Harapan	22	14
4	Tungkal II	8	5
5	Tungkal I	3	2
Total of business units		57	37

Source: Cooperatives and Small and Medium Enterprise Office of West Tanjung Jabung, 2017

Data was collected through questionnaires. Each statement is presented in a multiple choice form using a Likert scale by 1 (strongly disagree) to 5 (strongly agree). For processing descriptive data, SPSS version 22 was applied, while path analysis was used to test the hypothesis. The purpose of using path analysis is to explain the direct and indirect consequences of a set of variables as causes (exogenous variables) of a set of other variables as consequential variables (endogenous variables). Through path analysis, it can be known the influence of each variable and can be described in a diagrammatic structure of the causal variables (exogenous) with the consequential variables (endogenous). This diagram is known as path diagram. The magnitude of the effect (relatively) of an exogenous variable on a particular endogenous variable is expressed by the number of path coefficient of the exogenous to the endogenous. The use of the path analysis is based on the assumption that (a) the relationship between variables is linear, adaptive, and normal; (b) all residual variables are not correlated with each other; (c) the relationship pattern between variables is recursive and; (d) level of measurement of all variables at least interval scale.

Given that the data collected to explain each variable using a Likert scale with ordinal data scale, so before the data is processed, it should be transformed into an interval through the MSI (Method of Successful Interval). In this study, path analysis used by considering the pattern of relationships between variables is correlative and causality.

## **RESULT AND DISCUSSION**

### **Profile of respondents**

The majority of respondents in this study are men (51%), the remaining 49% are women. It indicates that respondents in the study who work as traditional cake entrepreneur in Kuala Tungkal are no longer dominated by women.

The highest levels of education of respondents are senior high school (65%), followed by junior high school (24%) and elementary school (8%). Only one person (3%) has an undergraduate diploma. It is understandable because being a baker / pastry cook generally starts as a hobby and it also requires special skills in culinary. Meanwhile those with an undergraduate diploma generally have a higher job expectation.

Based on age, most respondents are still young, from 30-40 years old (41%), followed by 20-30 years old (27%), 40-50 years old (24%) and only a few of them is 50 years old or older (8%). It indicates that cake entrepreneurs/bakers in Kuala Tungkal are mostly young (68%) and in productive age.

Most traditional cake entrepreneurs in Kuala Tungkal are newcomers. 51% of them are in this business for less than 5 years, 3% (1 respondent) of them are experienced in this business for 12-17 years, and the remaining 46% are in this business for between 6 and 10 years. It indicates that over the past 10 years, traditional cake businesses have been favored by young generation. Traditional cakes have promising market opportunities and also it doesn't need large initial investment (capital). The majority of respondents acknowledged that their businesses only relied on their own capital (78%) and the remaining 8% from loan capital. The majority of their initial capital (59%) ranges from 5 to 10 million.

### **Description of business success, creativity, and innovation of traditional cake entrepreneurs**

The statistical results showed that the average score for the indicators of business success variable ranged from 3.7027 to 3.8649. The average score of five dimensions and five statements of the variable of business success are 3.7945. Furthermore, of the five

indicators of business success, three of them have scores above average, namely the ability to increase profits, to improve image, and to increase income. Other two indicators, namely increasing numbers of customers and competitiveness have scores below average.

If the results of the statistical calculations are observed per dimension, the highest score lies precisely in the business income and the lower score lies in the increase in customers. It indicates that even though income has continued to increase, it hasn't been followed by the increase in customers. This problem must be taken seriously, because by relying solely on the income of existing customers without being followed by the addition of new customers, in the long run this certainly will result in a decrease in income and profits.

For creativity as a variable, the statistical results show that the average score for indicators of creativity ranged from 3.2973 to 4.027. The average score of three dimensions and six statements of creativity are 3.64. Furthermore, of the six statements of creativity, two of them have scores above the average, namely easily recognized product packaging and easily understood production process. In addition to that, statements that have scores below average and relatively have lower scores are those concerning the different ways of making products. Thus the process of making traditional cakes is simple, by only using traditional tools and materials, which is easily understood by all workers.

Furthermore, for innovation as a variable, the statistical result shows that the average score for almost all indicators ranged from 3.973 to 4.0811. The average scores of four dimensions and eight statements are 3.72. Of the eight statements, five of them have scores above average and three of them are below average. By looking at the dimensions assessed, it shows that innovation in design has the highest score. If it is seen by the statements of respondents, then the statements related to unique packaging that is different from competitor's have the highest score, followed by the statement of variety of cakes produced. Meanwhile the responses that have the lowest score are those that are related to differences in taste of the product. These results indicate that the taste of the cake produced is not diverse, so it's difficult to distinguish it between competitors.

The Table 2. illustrates the average score per indicator, the average score per variable and the standard deviation of each indicator. The statistical results showed that the average score for the indicators of business success variable ranged from 3.7027 to 3.8649. The average score of five dimensions and five statements of the variable of business success are 3.7945. Furthermore, of the five indicators of business success, three of them have scores above average, namely the ability to increase profits, to improve image, and to increase income. Other two indicators, namely increasing numbers of customers and competitiveness have scores below average.

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**Table 2.** Descriptive statistics of business success, creativity, and innovation

Variables	Indicators	Mean of Indicators	Mean of Variables	Standard Deviation
Business Success	1.Able to increase profits	3.8372	3.7946	0.69
	2.Increase in numbers of customers	3.7027		0.62
	3.Able to compete	3.7568		0.55
	4.Able to improve image	3.8108		0.59
	5.Increase in incomes	3.8649		0.71
Creativity	1.Making different products from competitors	3.2973	3.6396	0.57
	2.Different product design	3.4324		0.60
	3.Easy to carry packaging	3.5946		0.50
	4.Good taste	3.6216		0.49
	5.Production process is easily repeated	4.0270		0.50
	6.Easy to recognize packaging	3.8649		0.54
Innovation	1.A wide variety of cakes	3.9730	3.7770	0.44
	2.Taste of cake is unique/different from competitors'	3.4595		0.61
	3.Using modern tools	3.5405		0.51
	4.Ingredients are different from competitors	3.7838		0.63
	5.Business location is easy to find	3.9189		0.64
	6.Trying to make customers willing to wait	3.5946		0.50
	7.Different packaging from competitors'	4.0811		0.49
	8.Packaging has prestige value	3.8649		0.57

Furthermore, for innovation as a variable, the statistical result shows that the average score for almost all indicators ranged from 3.973 to 4.0811. The average scores of four dimensions and eight statements are 3.72. Of the eight statements, five of them have scores above average and three of them are below average. By looking at the dimensions assessed, it shows that innovation in design has the highest score. If it is seen by the statements of respondents, then the statements related to unique packaging that is different from competitor's have the highest score, followed by the statement of variety of cakes produced. Meanwhile the responses that have the lowest score are those that are related to differences in taste of the product. These results indicate that the taste of the cake produced is not diverse, so it's difficult to distinguish it between competitors.

### Reliability test

An instrument is said to be reliable if the instrument consistently has the same results every time a measurement is made (Ferdinand, 2014). Reliability testing was carried out using SPSS 22 software to see Cronbach Alpha coefficients of business success, creativity and innovation. The following are the results of the calculation.

From the table it can be seen that all statement items are valid. It means that the measuring instrument used is right as an indicator in measuring the variables.

**Table 3.** Reliability test results

Variables	Statement items	Cronbach Alpha
Business Success	5	0,814
Creativity	5	0,767
Innovation	8	0,780

From Table 3, it can be seen that the overall research instrument for the three variables shows Cronbach Alpha is above 0.7. This value indicates that the three variables show a high level of reliability as a measuring instrument.

### Validity test

A measuring tool is said to have high validity if it carries out its measuring function according to the purpose of the measurement. The following are the results of the calculation of the validity of each variable with  $r$  table of 0.325.

**Table 4.** Validity test results

Variables	Indicators	r stat	r table	Note
Business Success	1.Able to increase profits	0.776	0.325	Valid
	2.Increase in numbers of customers	0.614	0.325	Valid
	3.Able to compete	0.488	0.325	Valid
	4.Able to improve image	0.503	0.325	Valid
	5.Increase in incomes	0.744	0.325	Valid
Creativity	1.Making different products from competitors	0.600	0.325	Valid
	2.Different product design	0.750	0.325	Valid
	3.Easy to carry packaging	0.594	0.325	Valid
	4.Good taste	0.443	0.325	Valid
	5.Production process is easily repeated	0.316	0.325	Valid
	6.Easy to recognize packaging	0.374	0.325	Valid
Innovation	1.A wide variety of cakes	0.398	0.325	Valid
	2.Taste of cake is unique/different from competitors'	0.602	0.325	Valid
	3.Using modern tools	0.544	0.325	Valid
	4.Ingredients are different from competitors	0.545	0.325	Valid
	5.Business location is easy to find	0.631	0.325	Valid
	6.Trying to make customers willing to wait	0.474	0.325	Valid
	7.Different packaging from competitors'	0.436	0.325	Valid
	8.Packaging has prestige value	0.354	0.325	Valid

### Hypothesis test results

The following are the results of statistical tests on the effect of creativity and innovation on the success of the business of traditional cake entrepreneurs in Kuala Tungkal.

**Table 5.** Results of path coefficient analysis

Coefficients	Value
Path coefficient X1 to Y	0.275
Path coefficient X2 to Y	0.594
Coefficient of multiple determinations	0.737
Coefficient of determination of external variable to Y	0.260
Path coefficient external variable to Y	0.520

From the results of the path coefficient analysis, it can be seen that creativity and innovation simultaneously have a positive and significant influence on the business success of traditional cake entrepreneurs in Kuala Tungkal. It is proven by the value of coefficient of multiple determinations of 0.737 or 73.7%. It means that 73.7% of the success of traditional cake businesses in Kuala Tungkal is determined by variables of creativity and innovation. Meanwhile other 26.3% is determined by other variables not included in the model. It proves hypothesis 1 which stated that creativity and innovation has a significant positive effect on the success of traditional cake business in Kuala Tungkal is supported.

From Table 6, it is seen that direct effect of X1 (creativity) on Y (business success) is 0.075 or 7.5%. Indirect effect of X2 (innovation) through X1 is 0.084 or 8.4%. Total value of effect of X1 both directly and indirectly is  $0.075 + 0.084$  which is equal to 0.159 or 15.9%. Thus the second hypothesis which stated creativity has a significant positive effect on business success proved to be true.

**Table 6.** Direct and indirect effect of variable X1 on Y

	Direct Effect			Indirect Effect Through				Total	
				X1	X2	Sub Total			
X1	0.075	+	-	-	0.084	+	0.084	+	0.159

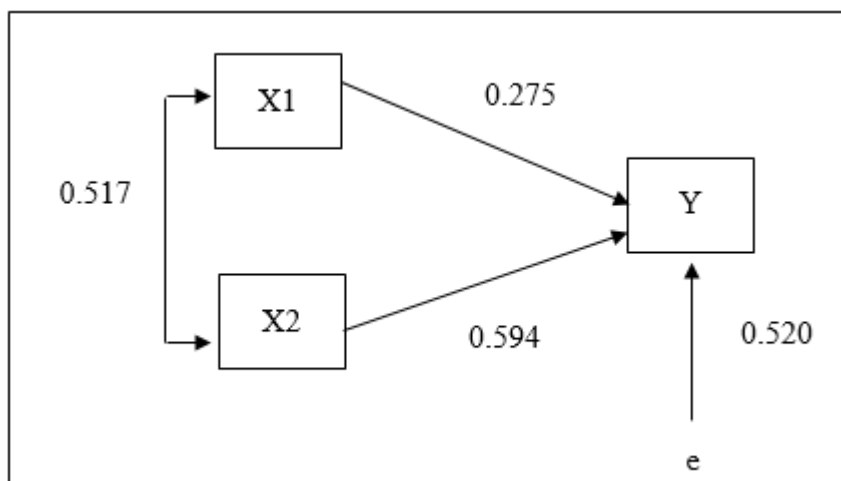
From Table 7, it is seen that direct effect of X2 (innovation) on Y (business success) is 0.353 or 35.3%. Indirect effect of X1 (creativity) through X2 is 0.084 or 8.4%. Total value of effect of X2 both directly and indirectly is  $0.353 + 0.084$  which is equal to 0.437 or 43.7%. Thus the third hypothesis which stated innovation has a significant positive effect on business success proved to be true.

**Table 7.** Direct and indirect effect of variable X2 on Y

	Direct Effect			Indirect Effect Through				Total	
				X1	X2	Sub Total			
X2	0.353	+	0.084	+	-	-	0.084	+	0.437

From the results of the calculation, it can be seen that the innovation variable looks dominant affecting the success compared to the creativity. Thus the more innovations made, the greater the success of the business that will be gained.

The following figure is a recapitulation of path coefficients from the calculations done using a statistical program.



**Figure 1.** Recapitulation of path coefficients

## Discussion

From the results of statistical calculations, it is proven that creativity and innovation have a positive and simultaneous effect on the success of the business of traditional cakes. It means that if creativity and innovation improve, the success of the business will also significantly increase. If it is seen partially, innovation has a greater influence than creativity. It indicates that if the cake entrepreneurs do more product innovation, process innovation, place innovation and design innovation, the success of the business will increase even greater. These findings are different from the study of Hadiyati (2011) who



concluded that creativity has a dominant effect compared to innovation in influencing the success of small businesses. The difference is caused by differences in the characteristics of respondents. Traditional cake entrepreneur who were respondents in this study had limitations in creating cakes with various flavors in order to maintain traditional recipes. But that does not mean that they cannot carry out various innovations.

Product innovation can be done through the diversity of cakes and the appearance of cakes that are unique from competitors. Process innovation can be carried out in the manufacturing process carried out with modern tools but does not reduce the original taste and by using prime quality ingredients that are different from competitors. Place innovations include the location of both as production site and as place to sell that are easy to reach, convenient and hygienic. Design innovations can be done with unique packaging and packaging containing prestige value and in accordance with trends, so that they can attract customers to try and keep repurchase the products. Innovations in services means that the product can be delivered directly to the customers' address or by online order must also not be ignored.

To further preserve the existence of these traditional cakes, it is necessary to support all parties to continue to love the products from heritage. For example by holding regional culinary festivals or participating in every exhibition held by the government.

## CONCLUSIONS AND RECOMMENDATIONS

Creativity and innovation have a significant positive effect on the success of the business of traditional cake in Kuala Tungkal. It means that if creativity and innovation are improved it will have a significant effect on increasing business success.

Being compared to creativity, innovation has a dominant effect in influencing the success of the business of cake. Innovation has a greater effect in increasing business success. This fact is in accordance with the characteristics of the product that is traditional food. On the one hand, the sense of traditional must be kept, especially its original recipe, but on the other hand, they still have to innovate to keep up with changing consumer tastes. So the kinds of innovation that can be suggested are place innovation, design innovation, and service innovation. The support of all parties to continue to love traditional products also helps preserve traditional cakes from the tight competition of westernized cakes.

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